KEY POINTS

- THE ENEMY IN COUNTER-INSURGENCY OPERATIONS

- RECONNAISSANCE AND COMBINED-ARMS OFFENSIVE OPERATIONS

- MOBILITY IN AND OUT OF THE ENEMY'S BATTLESPACE

- THE ARGUMENT FOR MOBILE, PROTRACTED FIREPOWER

- THE COMBINED ARMS PATROL

Enemy Intent

(Sunni Ba'athist)

Ends: Prevent the establishment of an effective national government and key institutions vital to a "New Iraq" IOT thwart U.S. strategic regional goals.

Ways: Maintain low-grade resistance over time to ensure instability, lawlessness and division among key elements of the populace while avoiding destruction.

Means:

- Guerilla-type tactics
- Attacks by fire: IEDs, mines, mortars, rockets, RPGs, IRPGs and drive by shootings with small arms
- VBIEDs
- Demonstrations
- Coercion and propaganda
- Establish confederations/coalitions among foreign fighters, IZ FRE mercenaries, ACF nationalist, religious extremist, military wing of political parties, organized crime

Enemy Strengths and Weaknesses

(Sunni Ba'athist)

Strengths:

- Will of cadre(s) leadership
- Organized
- Low standard for military success
- Mobility
- Cover and concealment (tribe, family, space and civilian attire)
- Improvisation with substandard weapons / munitions
- Secure communications

Weaknesses:

- Not cohesive
- Localized
- Small in number with few shooters; vulnerable to attrition
- Lack of consistent tactical competence
- Poor marksmanship
- Not courageous
- No training system to improve militarily
- Decreasing number of 1st class weapons / munitions
- Denunciation from fellow Iraqis
- Decreasing public support
- Trades Lethality and Effectiveness for Survivability
- Time

Concept of Operations

KEY POINTS

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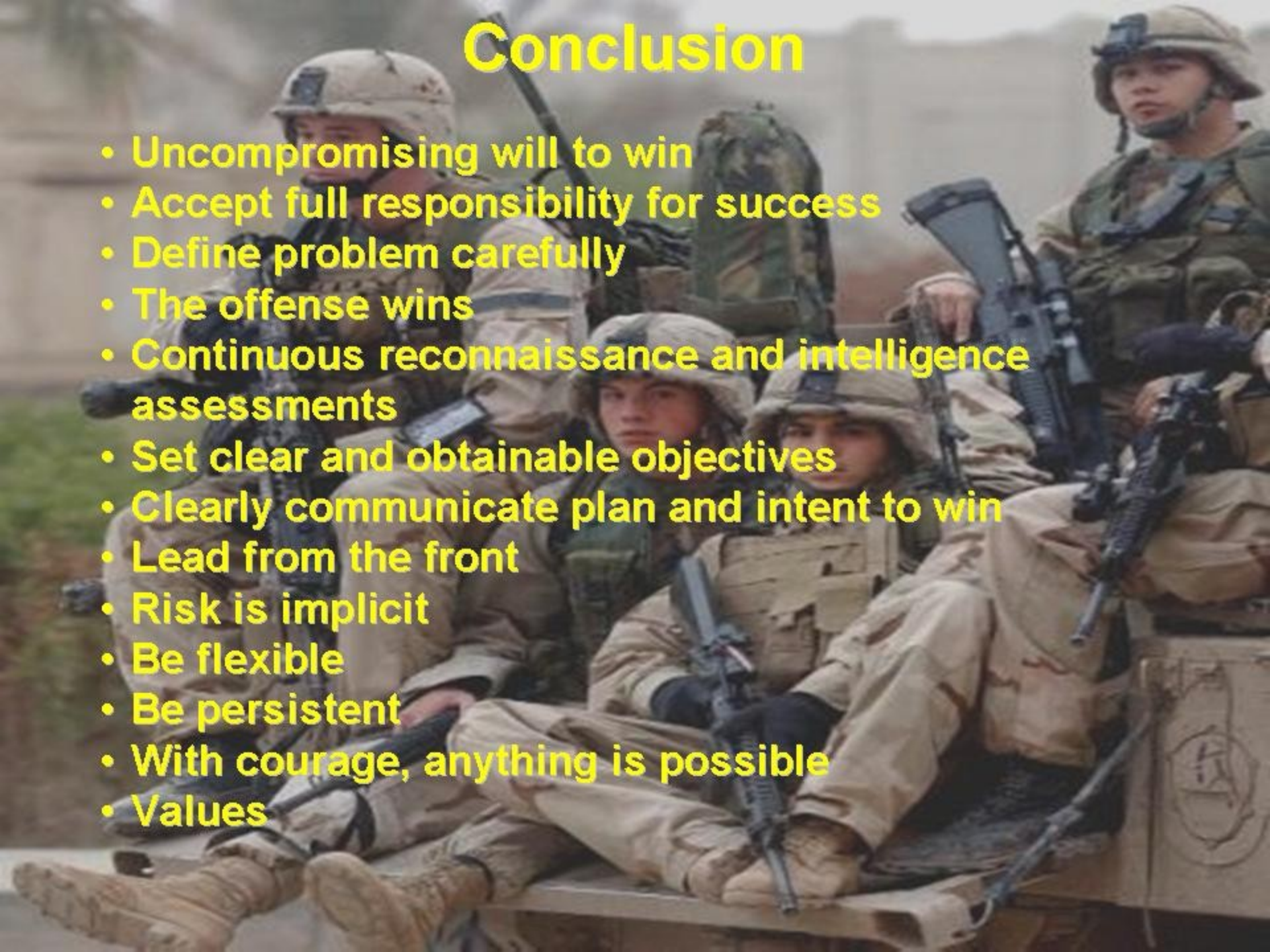
Conclusion



- Uncompromising will to win
- Accept full responsibility for success
- Define problem carefully
- The offense wins
- Continuous reconnaissance and intelligence assessments
- Set clear and obtainable objectives
- Clearly communicate plan and intent to win
- Lead from the front
- Risk is implicit
- Be flexible
- Be persistent
- With courage, anything is possible
- Values